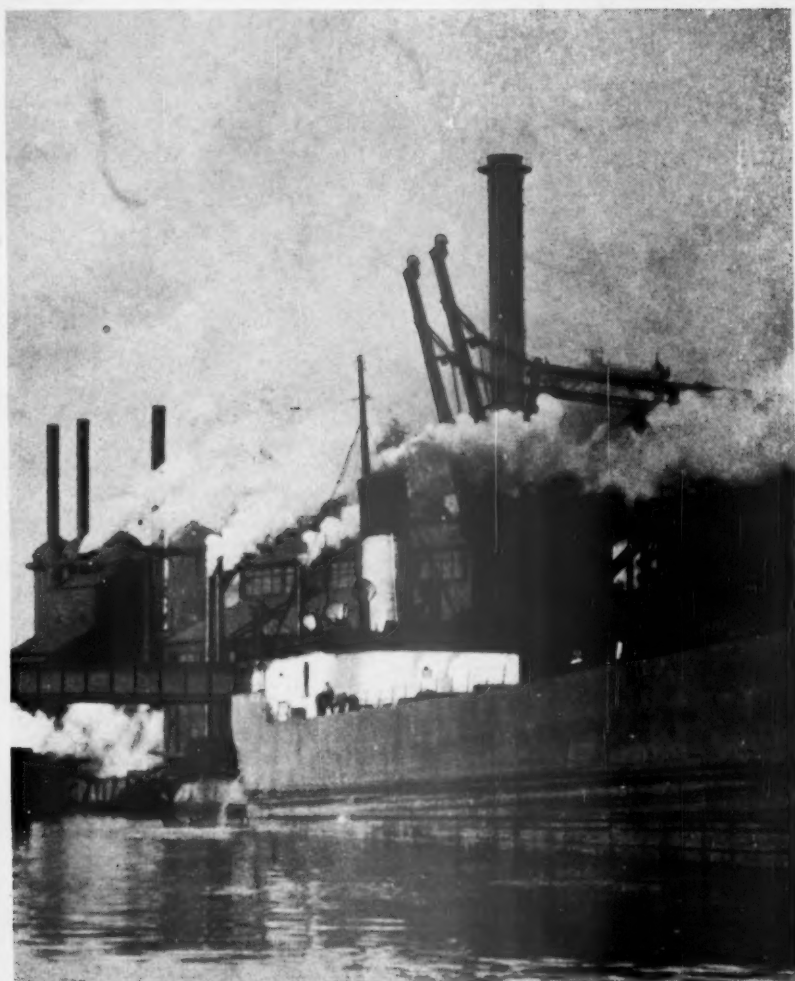


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The Executive

PURCHASER



A NATIONAL PUBLICATION DEVOTED TO
PURCHASING AS AN EXECUTIVE FUNCTION
IN CORPORATION MANAGEMENT

Volume II

MAY 1934

Number 5



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AN OPEN LETTER



PRESIDENT KIRKMAN

to All Purchasing Agents

from

WALTER N. KIRKMAN,
President, National Association
of Purchasing Agents

"GO with the crowd to Cleveland" is the reminder to all Purchasing Agents in the United States, Canada and Mexico, that they have an appointment to attend the Annual Convention of the National Association of Purchasing Agents, June 18 to 21. I cannot too strongly urge your attendance. We want the P. A's from the North, South, East and West; from Mexico and Canada. You cannot afford to be absent.

Cleveland is a fine convention city and was selected for the 1934 gathering after a careful investigation of the facilities. Convention headquarters at the Cleveland hotel in the famous Terminal group will afford all facilities under one roof, which has so greatly appealed to our members in the past. Cleveland awaits you, and will make your stay pleasant and profitable.

The convention committee of the Cleveland Association, under the able direction of Ralph Sweeney, has been working for months to make this occasion a success. Arrangements have been made for visitations to some of the best known industrial plants in the country. You will not want to miss that. Informashow space has been practically sold out, and you are assured of an industrial exhibit which will greatly add to your store of knowledge. Here you will have the opportunity to renew friendship and fellowship with P. A's from many parts of the country.

Ours is a serious-minded convention. Our members go to learn, and to fit themselves to do a more efficient job. One of the most important and profitable activities is the contact you make with others concerned with the same problems; the benefit to be derived from a fresh point of view, and a new approach to problems which others share with you.

And now the most important benefit. Don Clark, chairman of the Program committee has wisely decided to build the programs around the new developments in business and industry, as expressed in the Codes of Fair Competition, and the various and complex situations which have arisen in consequence of the administration of the National Industrial Recovery Act. Could any program be more helpful and practical? With entire confidence, I say that in no way, in such a short period of time and at so small a cost can the members of our profession secure so much authoritative information respecting the purpose, interpretation and application of the industrial codes as can be obtained at our National Convention.

Men prominent in the NRA and qualified to speak with authority have accepted invitations to address our meetings. The same theme will be carried into the group and committee meetings where informal discussions will develop answers to your many questions. Can you afford to miss that?

The purchasing function is playing an increasingly important part in the structure of business and industry, and as NRA moves in the direction of Code Administration, the competent purchasing agent must inform himself not only on the philosophy on which the codes are predicated, but also on the effect of their practical application. The alert purchasing agent will grasp this opportunity to obtain information from the source.

I cannot too strongly urge for your own good that you be in Cleveland June 18-21.

WALTER N. KIRKMAN, President,
National Association of Purchasing Agents.

The EXECUTIVE PURCHASER

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John S. Roney President
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Emerging from the Emergency

*Are We Actually on Our Way Toward the
Long-promised Land?*

by

STUART F. HEINRITZ

ONE of the surest signs of convalescence is a tendency on the part of the patient to deprecate the doctor's advice, to toss the pills out of the window, and to essay stepping out once more on his own two legs. Sometimes he gets away with it, and sometimes he experiences a serious relapse. American industry and trade are beginning to grow restive under code regimentation. They are grumbling again on the old theme of too much government in business, and are dreaming nostalgic dreams about the half forgotten competitive system. Business is getting better, or perhaps business has merely acquired what it wanted from the code plan and is willing to take the responsibility for a new relapse without waiting for the cure to be completed.

ON OUR WAY

It is nearly a year since congress officially went on record by declaring a state of emergency. Only a few evenings ago the Honorable Bertrand H. Snell rippled the air waves with the declaration, equally positive, that the emergency is at an end. Being merely the spokesman for the minority party in the lower house of congress, Mr. Snell's dictum can not be regarded as official. But in the same month, President Roosevelt titles his newly published book, "On Our Way," the inference presumably being that

we are indeed headed toward a condition of greater stability and prosperity. When political leaders of high rank in opposing camps are so nearly in agreement upon a major issue, with the primaries of a new congressional election almost upon us, it should be heartening news to the great body of the citizenry dependent upon a healthful state of business for its assurance of a livelihood.

Among the implications of this situation, if we are indeed emerging from the emergency, is renewed timeliness and importance for a question which has frequently been asked since the earliest days of the New Deal: Is the machinery of recovery, and particularly the government of industry by code, intended as a temporary expedient or as a lasting plan?

There is no clear cut answer to this query. Public opinion is well summed up in the statement that nothing about the program is absolutely sure except that it is going to be subject to rather constant revision and change. Yet there is much evidence to indicate that the government, industry, labor, and the general public all feel that the administration is looking much farther ahead than the next election and that we shall probably never return completely to the old order.



Minority-leader Snell radios that the crisis is past.

SWAPPING

In the trading process incident to code making, there were achieved, to a partial extent and by a long and tortuous process, some of the objectives which had been proposed in congress a year ago, just prior to the birth of NRA, as forthright legislation to effect a sweeping readjustment of employment conditions in the light of our overbalanced industrial situation. It is by no means sure that the regulations then proposed may not yet be imposed by governmental action. But as a result of this method of approach through codes, industry has been placed in the position of having more or less voluntarily suggested or accepted the present terms (with the assistance of organized labor). As compensation, many commercial practices heretofore frowned upon or even con-



ACME

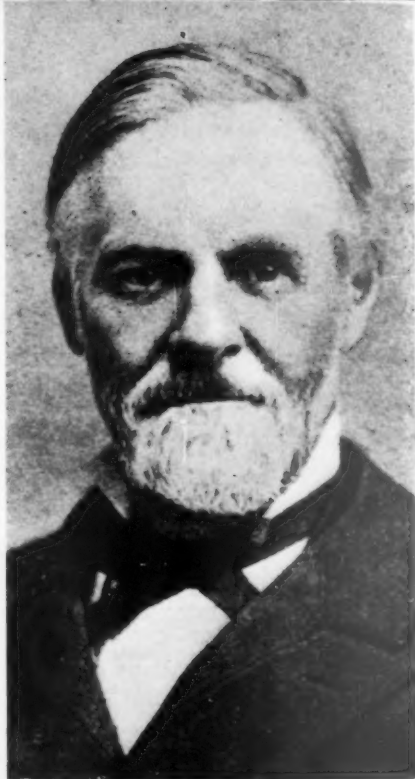
demned by law under the old system, have not only been sanctioned by code provisions but are made mandatory for every unit in the industry.

It has already been amply demonstrated that neither labor nor management will willingly recede from the privileges won in that process of bargaining. The indignant protests that were voiced at the suggestion that open price provisions be rescinded, though there was plenty of evidence to show that this privilege had been flagrantly abused in many industries, is a case in point. Similarly it is inconceivable that basing points, fixed prices, uniform discounts, resale price maintenance, restricted production schedules, the prohibition of expanded plant facilities, accounting systems designed to protect the high cost manufacturing units, and the like, will be relinquished without a strenuous struggle of vast political import.

Top: F. D. R., shown addressing code authorities at Washington, says we are "on our way".

Center: John Sherman, whose anti-trust law has been to the dentist.

Right: Workers file into Hudson Motor's employment office.



Business has proclaimed loudly and in no uncertain terms that to suggest abrogating or interfering with such code privileges at this late date is to break faith with industry, notwithstanding the fact that you may read the Act from beginning to end without finding the slightest authorization for many such provisions and the further fact that in not a few cases they were recommended for approval in a most high-handed fashion and against the considered counsel of the various advisory boards set up within the Recovery Administration. The codes, embattled Business proclaims, are our story and you're stuck with them.

CHALLENGE

Some of the more recent developments in the Washington organization (for example, the Review board, the committee on Small Enterprises, and the Cabinet committee to investigate prices) indicate that not all of these provisions are to pass unchallenged into the permanent body of law. The reason for discussing these attitudes at some length, however, is to point out that if the question of continuing the code system were put to a vote of either management or labor at the present time, many elements of permanence and popular support would be revealed.

This is in many respects an encouraging sign, even though one may disagree heartily with some of

Continued on page 27



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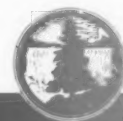
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An INTERNATIONAL *Value*

Keep Step with the Times

We live in a fast-changing world, but the changes never came so fast as they do today

by

DONALD G. CLARK, Purchasing Agent,
Brown & Sharp Mfg. Co.,
Chairman, Program Committee, N.A.P.A. Convention

THESE are stirring days. At no time in your life or mine has there been so much in the happenings of every day that vitally affects our personal interests. This is true of everyone, whether he is proprietor of his own business, or connected with management, or selling, or buying, or just laboring. The front page of the newspaper no longer brings to us items of news about happenings here and there about the world which are interesting, to be sure, but which can be viewed with the serenity of the far-off observer. The headlines of almost every paper contain tidings which are of important and vital interest to the things that you and I are doing day by day, to our job, to our pay envelope, to our security, and to our personal, individual interest.

In a peculiarly definite way, this is true of the purchasing agent. His whole job is changing before his eyes. He is confronted with problems which, to him, are brand new problems. He is wondering what is going to become of price competition. Is it on the way out, and what should he do about it? Should he strive to use his influence as a buyer to maintain the competitive price structure, or should he resign himself to the thought that the competition of the future will not be in dollars and cents, but in other factors less tangible and less easy to calculate?

Are his vendors "playing the game" in their own industries? If they are not, is it any concern of his? If he can and does break the price level established in some other industry, how will that react on



DONALD G. CLARK

the industry in which the management of his own concern is perhaps endeavoring to maintain a price level?

NEW PROBLEMS

This is a very casual enumeration of just one set of problems that the buyer faces today. There are many other fields in which the questions he confronts are not only different questions from those of a year or so back, but are different from those of yesterday, and will be different again from those of tomorrow. The morning paper may at any time bring news from Washington, or from New York, or from almost any point which will vary essentially the factors in the game which the purchasing agent is playing.

This means, of course, the necessity for a type of vigilance on the part of the purchasing agent that he has not exercised in the past. There were a great many buyers a few years ago who lived extremely contented and sheltered lives. They bought the same items year in and year out; they had well-established sources of supply on all the major items in sufficient num-



Downtown Cleveland — convention headquarters in circle.

AERIAL SURVEYS, INC.

ber to guarantee competition; and so, as the requisitions came from the shop, they sent out their inquiries, received the quotations, matched the prices, placed the orders, and followed the deliveries in a placid routine of efficiency.

Perhaps such a buyer felt no need for outside contacts beyond a trade paper or so. Of course, he did need contracts even then to keep him awake to the best methods, to new developments brought about by science and research, etc. But after all, he could do a reasonably good job within his own little sphere.

Such a buyer must feel exceedingly helpless today. His well-established vendors may well be working under an open price agreement which is resulting in substantially higher costs to him, with no check of competition. Undoubtedly, some of his sources have gone under during the five lean years just passed. He is hearing about codes and code provisions in endless number and confusion; he is getting price advances by every mail; he is even being told that he cannot buy certain things from certain of his old-time sources. If he talks only with salesmen and reads only trade papers, he must be convinced that combination is the watchword of the day in selling circles. Perhaps it seems to him now that all his vendors are in a conspiracy against him, and that alone he must face them in their many combinations.

SOLUTIONS

What can the buyer do about it? It is not humanly possible for him to study all the codes in all the industries. He will certainly be badly misled if he depends upon the sales representatives who blame every advance upon the code, whereas the bulk of the advances are in no way dictated by any code. It seems to me that the buyer's only hope of facing his new problems *confidently* and with the proper knowledge and background of experience is to borrow from the experience of others. This experi-

ence is waiting for him in the Purchasing Agents' Associations.

It is impossible in one or two paragraphs, and doubtless it is unnecessary, to point out the advantages to the individual buyer of membership in the National Association of Purchasing Agents and its affiliated local associations. Perhaps the one outstanding thing that the Association brings to the purchasing agent, however, is friendly, unprejudiced, unbiased *contact*. This is an age of propaganda. We have sales propaganda, governmental propaganda, and all sorts of propaganda. The Purchasing Agents' Association brings to the buyer a disinterested source of information, free from all forms of propaganda.

The Bulletin published by the National Association in New York is published from the point of view of the purchasing agent with no bias for or against any economic system, any particular code, any industry, or any product. It contains information arranged by men experienced in purchasing so as to present a fair and clear picture to other men interested in purchasing.

The meetings of the local associations establish friendships between men whose experience varies with the types of material they

buy, and other factors, but whose interests are all the common, friendly purchasing interests. The local meetings bring to the individual the opportunity to discuss this or that commodity, or code, or method of buying, with other men who have, perhaps, a wider experience in the particular item under discussion. And above all, they give opportunity for discussion in which no one has a bias and in which the purpose of all is to be of aid to each individual.

N.A.P.A.

The National Association of Purchasing Agents has concentrated all its faculties through the last year or two upon the main job of serving the individual purchasing agent with information and advice and encouragement and warning just as efficiently as that task could be done. There has been no waste of time on petty administrative problems, there have been no axes ground, there has been a steady purpose to serve the purchasing profession. The theoretical has been definitely subordinated to the practical.

We are now approaching the date of the annual Convention of the N. A. P. A. which takes place in Cleveland next month. For the



A 600-foot carrier bringing ore to Cleveland furnaces.



Coal, hauled by rail to Cleveland, embarks for a thousand-mile trip to Northwestern ports.

purchasing agent who wants to measure up to his best in these trying times, it offers a wonderful opportunity. He will have the opportunity to mingle with perhaps a thousand other purchasing agents who come from every section of the country and from every industry, and some of whom have first-hand knowledge, gained through actual experience, of any problem which any of us must face.

The program of the Convention will be practical, and the questions discussed will be current problems which you and I are meeting. They

will be discussed with a minimum of theory and an entire absence of the historical.

AUTHORITIES

The program is not ready for detailed publication quite yet. We can say this much about it, however. The problems of buying under codes will be discussed from the point of view of the men who are behind the codes, with figures of national prominence, such as Dexter M. Keezer, Executive Director of the Consumers' Advisory Board and Director of the Price

Section of the National Emergency Council; our own L. F. Boffey; Charles R. Stevenson, originator of the famous Stevenson Plan; Leon Henderson, Director of the Research and Planning division of the NRA; and others of equal significance. These problems will also be discussed by a selected list of purchasing agents who will tell you of their actual experiences in buying under the codes and the conclusions that they have worked out from these experiences.

Group and committee sessions of the Convention will discuss codes in specific industries, such as iron and steel, coal, textiles, etc. First-hand information will be brought by the representatives of Code Authorities in such industries, who will discuss in plain language the problems presented to the industries as well as to the buyers, which may be solved by common action. There will be ample opportunity for round table discussion in these group and committee sessions as well.

QUESTIONS

There will be a session devoted entirely to answering questions of a practical nature which are raised by purchasing agents. These questions will be answered by men such as Dr. Haney, Economist of New York University; by representatives of the codes; by purchasing

Continued on page 24

A FEW OF THE SPEAKERS



L. F. BOFFEY
Formerly chief, code analysis division, Consumers' Advisory Board.



STUART F. HEINRITZ
Special adviser to Consumers' Advisory Board; Administration member on numerous code authorities.



LEON HENDERSON
Economic adviser to General Johnson; director of research and planning, NRA.



DEXTER M. KEEZER
Executive director, Consumers' Advisory Board, chief of price section, National Emergency Council.

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THEO. De WITT, Vice-President

The Paradox of Washington

An outline of some of the factors which make the National Capital unique among American cities.

by

VIOLET SHORT SHINN

TODAY in the United States there are 611,752 people employed by the United States government. Throughout the country one person out of every 200 works for Uncle Sam. In Washington, D. C., there are 79,915 people employed by the government — the largest number on the governmental payrolls in that city since the postwar period of 1920. Of this number 8290 men and women are in positions listed as temporary. These figures do not include the employees in the legislative and judicial departments of the government or employees of the District of Columbia government.

Each day since the Blue Eagle first spread its wings hundreds of people have come to Washington. Thousands of them have found employment, either permanent or temporary, and have remained.

What effect has this sudden in-

flux had upon Washington? What effect would such an increase have on any other city in the United States? The answers to those two questions have nothing at all in common. Besides being a geographical boundary the District of Columbia is an economic division that sets Washington, D. C. apart from all the other cities in the United States. If Washington is a typical American city, there isn't another one in the United States.

PROSPEROUS LOOK

Today Washington has all the earmarks of a boom town. One looks back to the "good old days" when he could board a street-car and get a seat. That's definitely a thing of the past in Washington today. Now one is considered lucky to be near a gentleman with a beard sufficient for a handhold when the street car is going round the curves.

Washington hotel lobbies, which before the New Deal were about as lively as the overflow annex of a morgue, are today packed and jammed. Hotel rooms over the city are at a premium. Recently a number of hotels increased their rates ten per cent.

Empty office space in downtown Washington buildings is rapidly diminishing. Vacancies today, due to the fact that many of the government agencies have had to lease space with which to conduct their activities, are less than ten per cent in the office buildings throughout the city.

In apartment houses, vacancies since last summer have decreased 30 per cent. A year ago, 17 per cent of Washington's 40,000 apartments were vacant. Today the number is considerably less than ten per cent.

BUSINESS SITUATION

But Washington business is not booming. In fact, today, thirteen months after March, 1933, Washington is beginning to stand where it was before that date. Washington is just emerging from the Depression of 1933, the only depression that has struck the city.

Let's look at Washington during the last two decades — from 1914 to 1934. In this time, it has experienced one boom period — the World war. During 1928-29, when the rest of the world was skylarking and riding the high waves of prosperity, the people of Washington, D. C., the federal workers, were asking each other "What prosperity?" Business in other parts of the United States during



Pennsylvania avenue shops have felt the influence of NRA

ACME

those years increased sometimes as much as 150 per cent. There was an increase of less than ten per cent in business in Washington, most of which could be attributed to the great tourist trade.

Then came the fall of 1929, and the years between then and 1933 — those years when the depression gnawed upon Dallas, New Orleans, San Francisco, Chicago, Philadelphia and all points north, south, east and west, but not Washington. Like a war in China or a massacre of Armenians, the depression impressed only those Washingtonians who were unfortunate enough to have relatives or investments in the troubled zones.

In fact, if there was a difference, it was that the pre-1929 era was hard times for the government worker, whereas the pay check went a great deal farther when the market and prices went down. This, because salaries paid government workers remained the same after 1929 as they were before. The government worker—and he is the important figure in Washington, for Washington business depends upon him—from 1929 to 1933 received compensation for the fact that his balloon never got off the ground. When the balloon collapsed, he didn't fall because he hadn't even been up.

FIRST LESSON

Washington received its first Lesson in Depression on March 5, 1933, when the banks of the nation were closed, and certain Washington banks failed to reopen. That was the first shock. Another followed quickly in the form of the Economy Act, designed to cut down governmental expenditures. There was a seven per cent cut in salaries, which added to a small cut received in 1932, brought all salaries down to 85 per cent of what they had been. Then with the slashing of budgets came the payless furlough, where men and women took enforced vacations without pay. And then there was the "Married Persons Clause." By the terms of this



The House Office Building houses hundreds of government workers on whose incomes Washington depends.

ruling, a man and his wife could not both be employed by the federal government.

A bomb in a government building would have caused only a mild ripple of surprise in comparison to the furor stirred up by this barring of married persons.

A number of men and their wives had only been able to marry because they both held jobs with the government. Sometimes one or the other of them had dependents outside their immediate family. In other cases, homes had been bought and other investments had been made with payments planned from the combined incomes of the couple. Many families, secure in the thought that they would work for the government until they were 70 and then retire on a pension (from the fund to which all government employees contribute a portion of each month's salary) had been living on a lavish scale that required every cent of the two incomes to maintain.

COMPLICATIONS

This "Married Persons Clause" was never entirely in force in all departments of the government, nor was it consistent in operation. In

certain departments, the married women lost their jobs because their husbands were employed in the government. This brought protests from various women's professional organizations against such sex discrimination. Consequently in other departments, the husbands were let out because their wives had good jobs. There were wives who voluntarily gave up their own jobs in order not to jeopardize their husbands' positions. There were, believe it or not, husbands who quit work and took over the reins of the household because their wives were bigger, better breadwinners. There were marriages postponed, and divorces actually secured in order to defeat this ruling.

Although during March and April of 1933, less than 500 employees were actually dropped from the rolls of the government, Washington business went on a decline. By the end of May, there were more people working for the government in Washington than there had been two months before, but they apparently added nothing to the grand total of Washington business.

During 1933, the retail stores in Washington lost 7.3 per cent in

trade compared with 1932. At the same time Richmond, Va., a hundred miles away, showed an increase of 0.9 per cent in business for 1933. During December 1933, sales in Washington were 4 per cent above the sales for the same month in 1932. In Richmond, the Christmas sales were up 16.3 per cent over the previous December's totals. In Baltimore, 30 miles from Washington, December sales were up 6.8 per cent.

The reasons back of these figures are easy to find. Washington has stood by itself in the retail world. Washington retail stores averaged 30 per cent more customers than stores in other parts of the country. The per capita sales were higher in Washington than elsewhere. The government workers were a group of people who, prior to 1933, had drawn their salaries in good years and in bad years regularly on the fifteenth and first of each month. The futures of these people, it was believed, were in the bag: retirement for old age or disability with a pension. And so they spent their money; and how they spent it! But when they, like people over the rest of the United States, were

threatened with loss of their jobs, or further salary cuts, they did just what people elsewhere started doing in 1929: they held on to their money and waited to see what was going to happen.

NEW VISITORS

But in the meanwhile, the New Deal was bringing thousands of people to Washington. Many of these people came to work in the new governmental agencies organized to combat the depression—the AAA, the PWA, the NRA, and so on all through the alphabet soup of Recovery. The red caps at the Union station were the first to feel that prosperity was finally peeking around The Corner. Their tips began to grow in quantity and quality. To them today Washington is just like it was during the War, which was a very prosperous time for them.

Then came the hotels. The hotels in Washington saw a rather dreary summer ahead of them in 1933. Tourists, if there were any, would be going to the Century of Progress. But the hotels had reckoned without a knowledge of the National Industrial Recovery Act,

which turned out to be their fairy godmother. The first representatives of industry came to Washington last summer to work out their codes of fair competition. There has been a constant and steady stream of representatives since, the number running high into the thousands. So full have they kept the hotels that many Washington homeowners are smacking their lips over the over-flow tourist business they may inherit next summer; some have even gone so far as to bounce their "steady" roomers of the past winter to make way for the deluge of people and profits they hope the tourist season will bring.

Concerns which derive little benefit from transient visitors to Washington are beginning slowly but gradually to show an increase in business above the totals of 1932. Among these are the gas company, the electric and the telephone companies.

Although a decrease in rent in Washington is news comparable to that of the man biting the dog, rents in Washington did drop sharply during last spring and summer. The fact that many of the largest apartment houses are hanging out the S. R. O. sign now for the first time since the World war, has somewhat steadied rents, and a rise is anticipated shortly.

POSSIBILITIES

Economically today Washington is on the fence. The stage is set and all the scenery is in place for it to put on a boom-town act. But whether it will or not depends largely upon what happens in the rest of the United States. A sudden wave of prosperity that would wipe out the need of these temporary emergency organizations would wipe out a lot of Washington's new citizens. On the other hand, another spasm of depression might bring back the Economy Act or something similar to it.

Of one thing, though, Washington is assured. Consciously or merely as a means towards the end



ACME

Beautification, expansion and preservation of national shrines is part of the public works plan.

Continued on page 31

The Science of Seeing

How the Optical Wizards are helping to solve some of Industry's most perplexing problems

by
EVERETT W. MELSON,
Bausch & Lomb Optical Co.

THE science of optics is full of jaw-breaking words, incandescent phrases, and tough mathematical equations in which x is the unknown factor, instead of marking the spot where the body lies. When x is found y may be hiding behind the bushes. But it will not discourage the optical engineer. Angles and more angles keep him busy figuring how he can bend light around the back of his neck or drive it up some dark alley where it has never been before. Give an optical man a couple of prisms to play with and you can walk off with the full assurance that he will be stretched out on a rug figuring angles of incidence and refractive indexes when you get back.

This has been so since the days of Galileo and old van Leeuwenhoek. The latter was a janitor by profession but an optical bloodhound by avocation, with his eyes glued to a glass under which strange little animals, invisible to the naked eye, amused him with their antics. When he died his legacy to the world was some 490 lenses, which he had ground himself, a packet of dried angleworms, and a series of scrawled reports to the Royal Society of Great Britain.

GROWTH

The interest in optics has not lessened since his day, rather it has vastly increased as the various branches of science have called upon it to solve the riddles with which they are confronted. More than 1200 industrial research laboratories throughout the land are digging into new materials and trying new processes in the endeavor to make things better or cheaper.

And a laboratory is not a laboratory without some sort of an optical instrument.

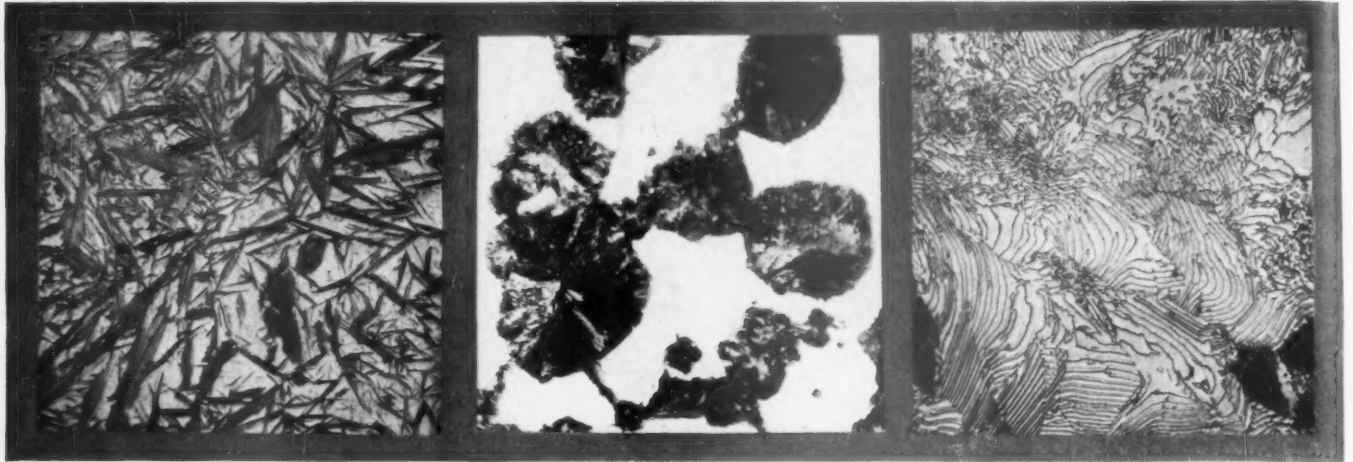
One field in which the laboratory man is doing some heavy sweating is that of the metals. The constant

ery for lighter and tougher alloys to do harder and harder jobs is making him wonder whether he shouldn't have been an ice-box salesman instead of a metallurgist.

"Give me a train of cars no



Binocular-type research microscope, an instrument of precision and, now and then, amazing revelations.



Microphotograph of steel crystals being cooled by different methods and varying temperatures. Left, Pearlite; center, Troosite; right, Martensite.

heavier than one locomotive and tough enough to do 110 m.p.h.," says the boss. "I've got a lot of competition to meet from busses. Find me something that cuts weight, reduces wear and tear, and costs less to run." He hops in his car and rushes to the golf course. The metallurgist grabs his hair and rushes into his laboratory.

ALLOYS

In due course the rotogravures are filled with views of a new "bullet train" made of duralumin. And what is duralumin? It is an alloy consisting chiefly of aluminum, and magnesium with small quantities of copper, zinc and silicon. Already more than sixteen hundred alloys have been made and the end is not yet. We make them as we need them.

Vanadium was a chemical curiosity not so long ago. Today it is in every motor car. Why? Because two-tenths of one per cent of

vanadium increases the elasticity and tensile strength of mild steel 50 per cent. Your car has strength, elasticity and shock-absorbing power and yet is lighter by a thousand pounds. Tungsten, manganese, and molybdenum are responsible for "high speed" tool steels, which hold their temper when they are red-hot. Alloys of iron with chromium, nickel and silicon have been developed to confer rust-proof and acid-resisting qualities. Chromium, a crumbly grayish stuff, worthless alone, makes other metals practically impervious to corrosion or abrasion. Everything, from the kitchen sink to a battleship, and the plated gargoyles on the Chrysler building, is blossoming with a chromium complexion these days.

ANALYSIS

In all the feverish activity that goes on behind the scenes in testing these alloys, an optical instrument, called the Spectrograph, plays a leading part. All sorts of metals yield their secrets to this instrument. No impurity or deficiency escapes its eye. Better yet, it takes a photograph of the criminal within the material. A small amount of the material to be analyzed is introduced into a source of high temperature, usually an electric arc, hot enough to volatilize and convert it into a luminous vapor. The light from this vapor is brought into the Spectrograph which splits it up into its component radiations. The resulting spectrum is focused on a photographic

plate, appearing as sharp lines, each characteristic of some element with which it is identified.

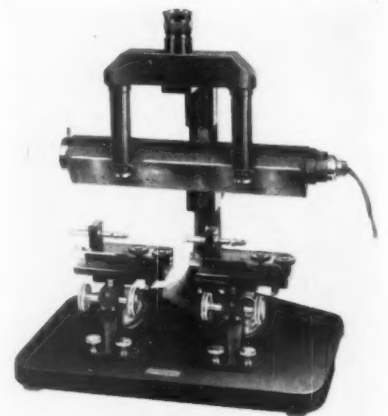
The most obvious characteristic of the spectrograph is extreme sensitiveness, permitting the detection and estimation of amounts of many elements so small as to be inappreciable when sought by more conventional methods. Numerous cases are known where these apparently negligible traces, properly identified and determined, have provided the solution to baffling problems involving the physical properties of metals and alloys.

APPLICATION

Optical aid does not end, however, with the analysis and selection of metals. It enters the shop where they are being worked and brings an accuracy in measurement and inspection hitherto unknown. Here is a machine shop in which high speed tools are made — gear cutters, shapers, forming tools,



Contour projector.



Bullet comparator microscope.

drills, punches and dies — all requiring the greatest accuracy and precision. Time and materials are precious, so is reputation. The Contour Measuring Projector comes in saving all three. With this instrument an error of only one-thousandth of an inch appears a quarter of an inch in size under magnification of 250 times, and an error of one ten-thousandth may be readily detected.

It is both a microscope and a projection apparatus. A beam of light casts an exact but magnified shadow of the part on a master pattern or screen where errors and irregularities are instantly discovered. The instrument has proved itself particularly valuable for the inspection of precision parts where even small deviations from specifications may be of great magnitude in the eyes of the customer.

Probably the first instrument invented to measure angles was the sextant. In the attempt to get his latitudinal position the mariner measured the angle between the sun and the horizon. Angle measurement is still going on and one of the newer instruments is the Bausch & Lomb Optical Protractor. The metal working industries find it invaluable. This small, simple device enables a comparatively unskilled operator to make exceedingly accurate angular measurements in a few minutes.

Many machine shop problems are simplified by using the horizontal as a starting position. Correction is, of course, necessary if the machine or bench is not level, but after determining the correction, angles can be laid out easily and accurately. The optical protractor is built upon an adjustable base, and the center of the instrument revolves, carrying with it the level vial and the protractor scale magnified through the eye-lens. It is thus possible to correct the instrument for any inaccuracy from the true level in the bed of the machine by looking through the eyepiece and revolving the protractor scale to the desired angle. The instrument is then placed on the work which is turned until the bubble in the level becomes central.

Old and worn machinery is a problem confronting every manufacturer and optics has come to the rescue in the case of the Optical Indexing Device for dividing heads. This device may be easily and accurately fitted to any dividing head at comparatively small cost, making it possible to do extremely accurate work with equipment which through long use and continuous wear is no longer entirely dependable.

Any dividing head so equipped is under the observation of the operator at all times and the slightest shift, due to locking of the spindle or cutting of metal of uneven hardness, may be instantly observed and easily corrected. The use of this device converts an old and worn dividing head into an instrument of accuracy and precision.

This article to be concluded in an early issue.

Gifts



THE SEASON for Weddings,
• • Anniversaries, and Graduations is here. Our Catalog is replete with suggestions at Lowest Wholesale Prices . . . May we again suggest that you make it available to all departments interested.

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PITTSBURGH — A FREE PORT



HON. WILLIAM N. McNAIR
mayor of the city of Pittsburgh and ar-
dent advocate of the Free Port plan

LAST fall the righteously indignant citizens of Pittsburgh rose up and smote a notoriously unscrupulous political machine a death blow with the always effective weapon of the ballot. It had been many years since a Democrat had held the office of Mayor. The last one was highly respected George Guthrie, who took command of the city in 1908, and was later honored by appointment as Ambassador to Japan. It was high time that something should be done about the situation. And it was done. William N. McNair, blue-eyed dapper attorney, rode into the Mayor's chair on a landslide of popular votes.

No one then or now doubts the honesty, integrity and sincerity of the Mayor. Despite the efforts of the Pittsburgh newspapers, Mayor McNair insists on doing his own thinking. Two subjects nearest to his heart are the Single Tax and

Free Port: A territory established to provide storage for import materials, free of duty, pending disposition.

by

JOHN S. RONEY

Pittsburgh as a Free Port. Inasmuch as the Free Port idea is of utmost importance to purchasing agents, it seems appropriate to provide fundamental data on the subject.

In the first place the Free Port plan is not a new one. In Europe such zones have been in existence since 1876, when a free port was established at Genoa. Then followed Leghorn Harbor, Italy — 1883, Trieste — 1891, Hamburg and Bremen — 1888, Copenhagen — 1894, Danzig — 1896. In all there are some 28 free ports in Europe alone, and many more scattered over the Eastern Hemisphere.

How the Free Port plan works can best be illustrated by an outline of operations, and their results.

The Polish State, following its political and economic independence gained as a result of the World war, established Danzig and Gdynia as free ports. Poland is in a particularly strategic position, geographically, to test the plan effectively. For Gdynia is at the cross roads of maritime commerce, in a direct line between the Baltic and the Black Sea, and between Europe and the countries of the East and Far-East. Poland's action in making free ports of Gdynia and Danzig was one of necessity. The war had left her markets greatly diminished, and in many cases entirely cut off. She was forced to turn to the development of maritime trade.

The Free Port of Gdynia has the following specifications:

Total harbor area 2328 acres
Total water area 791 acres
Length of wharves 6 miles
Transshipment capacity 7500 tons per hour
Warehouse areas 102,000 sq. yds.
Railway track 93 miles

There are also industries and special plants in the port; a port refrigerating plant, a rice mill, an oil mill, a grain silo, a sorting and packing warehouse for dried fruit, plant for the fishing industry, a shipyard with repair workshop, coal and oil bunkering stations and a floating dock with a lifting capacity of 3500 tons.

Just how far Gdynia has progressed in improvement of maritime trade under the Free Port Plan, may be judged by the following table:

Year	% of Maritime Trade in the General Foreign Trade
1922	7.3
1923	7.4
1924	13.1
1925	16.3
1926	27.1
1927	35.0
1928	38.0
1929	42.0
1930	51.3
1931	63.2
1932	67.8

At the same time the Polish export to non-European markets increased from 4.7 per cent in 1929 to 6 per cent in 1932.

The operations of the Free Port of Gdynia, compared with those of the Port of New York is shown as follows:



River front at Pittsburgh — will foreign cargoes unload here?

GDYNIA

Harbor Master's office informed of ship mooring

Custom official comes aboard with a broker

Takes manifest and bill of lading, specification of holds and storage space, list of ship's provisions, specification of articles belonging to captain and crew, list of luggage and specification of expendable articles for use of crew

Seals cargo leaving out sufficient expendable articles for temporary use

Cargo warehoused to be declared within one year

Duty collected on warehoused merchandise as taken out for domestic consumption only

State of Poland collects harbor charges, warehousing charges, Polish labor paid for services, port equipment paid for use.

NEW YORK

Merchandise arrives at Customs

Considerable delay and minute inspections

Exporter makes out warehouse entries in triplicate, stating dutiable value and quantity of each package

Exporter posts a bond double the amount of estimated duty

Collector issues countersigned permit

Bonded truck driver takes merchandise to bonded warehouse

Packages marked individually showing date of receipt, name of importing vessel, place whence imported

Exporter sorts and packs for reshipment or transshipment

Exporter's capital tied up in bond

Considerable reverse red tape reloading shipment for export

Exporter must show proof goods have been landed beyond U. S. limits

Exporter is rebated duty previously collected, less 1 per cent, known as a "drawback."

The entire procedure at the Port of New York might well be named a "drawback." The exporter is put to no end of inconvenience. The 1 per cent retained by the government does no more than pay the

cost of customs inspection, if that. Unlike the Polish Government, the United States makes no profit out of the transaction.

With a free port or several free ports in the United States, the whole operation of transshipment could be completed in about 24 hours. American labor, American docking equipment, harbor maintenance and expense, and many other facilities would profit thereby, to say nothing of the exporter or re-exporter whose bonded capital would be free, and the red tape would conserve time, which is so essential to economic trade. Employing American labor at free ports and using American warehouses, would do much to relieve

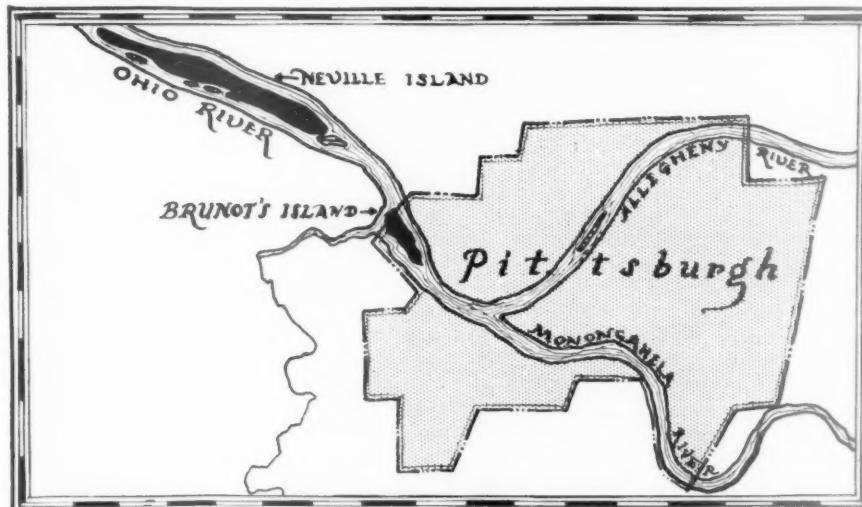
the situation in New York where it is estimated that 4000 stevedores are unemployed, and 40 per cent of the warehouse areas are vacant. Add to this the cutting down in "turnaround" time for the steamship companies, with the resulting economies.

Few people are aware of the fact that there are in existence today in the United States two Free Ports. Foreign products on exhibit at the Chicago Century of Progress Exposition, and at Radio City, New York, have special government duty-free temporary protection, which makes them in all respects Free Ports.

Mayor McNair's city of Pittsburgh is an ideal site for an inland

Continued on page 30

Neville Island and Brunot's Island, shown below, are proposed sites for the Free Port plan.



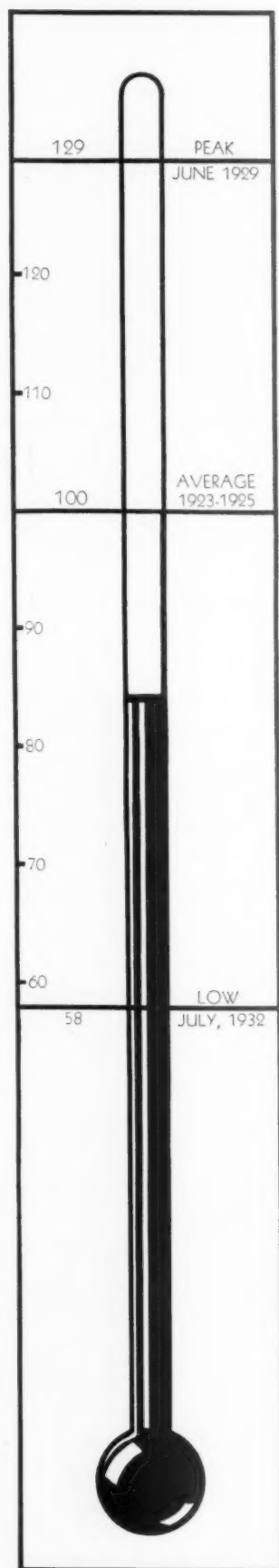
Pulse of Business

THERE is considerable evidence that distribution of goods has not kept pace with production. Carloadings in the latest week were only 13 per cent ahead of the corresponding period of 1933 and for the year to date the gain was about 20 per cent, whereas production indexes are up much more sharply. Retail and wholesale sales of merchandise lagged somewhat in April, although unusual conditions were partly responsible. Dollar volume of sales continues above a year ago, but the increase in prices accounts for much of the gain.

Recently commodity price indexes have shown little change and in early May they were somewhat lower than in February or March. Security markets have been very dull, sales being in limited volume at generally declining prices.

There is a feeling, which seems to be growing in intensity, that the inroads made on private business by governmental agencies have done nearly as much harm as good and that the next step should be in the direction of separating government from business. The uncertainties which at present confront trade and industry in the form of proposed legislation and the fact that the monetary situation still remains in an unstable position make long term commitments difficult. Recent indications seem to point toward a sound money path at present levels rather than toward further depreciation, but no definite announcement on this point, a thing which would have a very favorable effect, has yet been made.

Potential bank credit in the form of excess reserves continues to pile up in the reserve banks. At present reserves exceed requirements by \$1,500,000,000 and represent a possible credit expansion of ten times that amount. Little borrowing can be expected, however, so long as manufacturing costs increase at a faster rate than do selling prices, and until this situation and the limitations placed on the flotation of securities are modified, the incentive to expand is lacking.



**INDUSTRIAL
PRODUCTION**

The general situation in early May was somewhat confused; while most business indicators continued to show an upward trend, even after allowing for seasonal changes, there was a diversity of opinion as to the general outlook for the immediate future. The upward movement so far this year has been quite continuous and has prevailed despite disturbances, some of major proportions, in scattered sections of the country. It is not unusual, however, after so sharp an increase as has occurred in the past four months for a falling-off to set in, particularly at this season of the year, with the vacation period near at hand.

The automobile industry no doubt will be the determining factor, as it was in earlier months this year. April output was nearer 375,000 units than 400,000, as previously estimated, but even so it was the highest since 1930 and May schedules early in the month were such that if maintained the month's output would exceed the April figure. They are subject to quick change, however, depending on the retail demand, which fell off in early April following the price increases. Sales have improved recently, though. Strikes at parts plants were reported to have held back production, but even so assemblies were somewhat in excess of sales, dealers and manufacturers building up stocks in anticipation of an interruption of the normal output of goods.

The steel industry increased operations sharply in April and the upward trend continued in early May. Orders for materials were placed in large volume prior to the time the higher prices became effective and delivery on these contracts must be made prior to July 1 under the steel code. A good part of this steel was thought to be for stocks, but structural tonnage ordered was the highest in 12 months and railroad equipment builders are entering a busy period. Operations of the entire industry averaged 60 per cent of capacity, the highest in four years, with several centers, chiefly allied with the automobile industry, operating at much higher rates.

BURLINGTON Brings New Blood Into RAILROADING

Speed, Comfort, Economy and Beauty Mark Zephyr's Debut

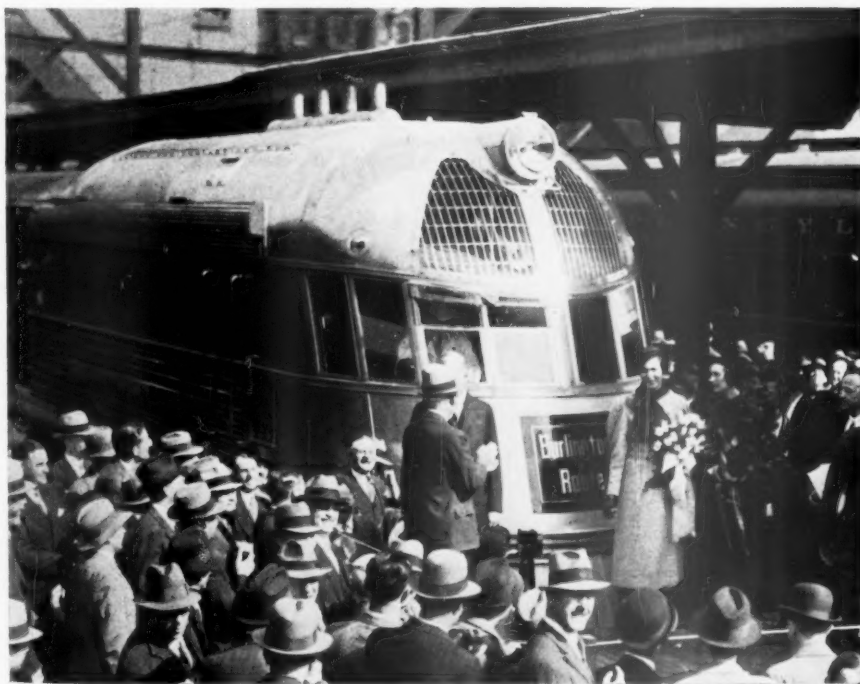
TRADITIONALLY conservative railroaders had their eyes opened early this month when the Burlington railroad took its new streamlined, diesel powered, stainless steel "Zephyr" on a triumphal and circuitous tour of inspection enroute to the road's headquarters in Chicago. Thousands viewed the train at New York, Boston, Rochester, Buffalo, Detroit, Cleveland, Pittsburgh, Indianapolis; hundreds were railroaders who made notes.

Built, not by a conventional railroad car builder, but by the Edward G. Budd Mfg. Co., whose major products are closely allied with the automotive industry, Burlington's Zephyr is a far cry from the ordinary steam train. Capable of better than 110 miles per hour and designed to take 90 in its regular stride on existing roadbeds, the entire train weighs only about a third more than one conventional

Pullman car. Motive power is furnished by a specially designed full diesel engine, delivering 600 horsepower at 750 revolutions per minute.

The Zephyr's three articulated units contain operator's cab, engine room, railway post office, baggage and express compartment, buffet grill, passenger compartments, lavatories and observation lounge. It is 196 feet long, weighs 97 tons, carries 72 passengers plus crew and has already had its first grade crossing accident, emerging unscathed. Thirty-five of the Zephyr's 97 tons are located in the nose of Unit No. 1.

Note to railroaders: Fuel consumption from Philadelphia to Toledo, O., via New York, Boston, Rochester, Buffalo and over the Michigan Central (Canada) through Detroit, 499 gallons. Cost, \$20.



The shattering of glass and the trickle of champagne down its glistening snout marked the christening of Burlington railroad's new "Zephyr" in Philadelphia late last month.

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AND UP! Each Year**

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Don't fail to visit Booth 27 at the Inform-a-Show, Cleveland, June 18 to 21. See the whole AUTOPOINT line and ask our representative to show you how much you can save. Fully 50% of the firms exhibiting at the Inform-A-Show are Auto-point users.

In the meantime, just write to the Autopoint Company for complete facts about Auto-points for your office force. Send the coupon below.

**HOW 4000 FIRMS
BUILD SALES!**

37 selling ideas used in one form or another by more than 4000 users of AUTOPOINT. Show a whole new field of low-cost advertising and sales-getting plans.



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THE AUTOPOINT COMPANY, Dept. EP-5
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- () Tell me how I can save 41c or more per employee on office pencils.
() Send your book "37 Sales Plans." No obligation. . . . (Check either or both)

Firm Name _____

Address _____

City _____ State _____

Individual _____

THE PURCHASE of POSTAGE



Pneumatic tubes shoot the mail direct from airport to local post office.

IF we accept the fact that the purchase of United States postage has a definite place in the structure of industrial and commercial buying, it will be no trouble at all to prove that there is comfort in a current turn of the news. Whatever the inspiration or justification, there is good cheer in the announcement of the Postmaster General that the postal service is on the way back to normal. Beginning in May, business may lay its plans in confidence that the old speed and frequency of mail service will be restored.

The purchasing executive who was wont, in the old days, to consider the purchase of postage as mere routine, requiring none of that study necessitated for economical purchase of freight and express transportation, has had evidence aplenty, these past few years, that times do change. A 50 per cent increase in the cost of first-class postage was, of itself, sufficient to jolt the old complacency. But even more serious has been the curtailment and slowing down of postal service which has affected

the whole course of direct distribution of commodities and the interchange of business communication. As though to emphasize the state of flux, behold the confusion over the present and future of the air mail.

DELIVERY EXPANSION

So there is unmistakable significance for the executive whose duties encompass office and plant outfitting, in the news from Washington that distribution crews in large post offices will be increased and mail deliveries in business districts will be changed from three to four daily. Specifically this means that private business may resume its policy planning with the old dependency upon the postal channels as the arteries of trade. But, mark ye, with a continuance, possibly a magnifying, of the problem of postage costs. Given the general situation as to Federal expenditures and the pet ambition to wipe out the Post Office department deficit, and any executive may guess how much chance there is for downward revision of the postage price list.

*Don't take a
licking on stamps*

by

WALDON FAWCETT

Buying postage to the best advantage under the present rate schedule calls, above all else, for a nice discrimination between postage classifications and a studious adjustment of postal means to business ends. This doctrine is not academic preachment but the deduction of business executives who have grappled most successfully with the rising costs of postal service. Take as a conspicuous example the adventures of the public utility companies in many districts, and other corporations, in the monthly distribution of their statements to individual customers.

HOT COAL

When 3-cent postage came there was a flight from the mails by many public utility corporations which undertook to save money by employing house-to-house canvassers to distribute monthly bills to customers. In its technique of dodging the issue, this move was on a par with the strategy of certain large mail-order houses when faced with a sharp mark-up in parcel post rates, especially rates to the more distant zones. These notoriously close buyers of postage on that occasion proceeded to ship their catalogues, etc., by freight to pivotal distributing points where the preaddressed items could be dropped into the mails at the local zone rate.

Reappraisal of postage costs has, however, been demanded of public

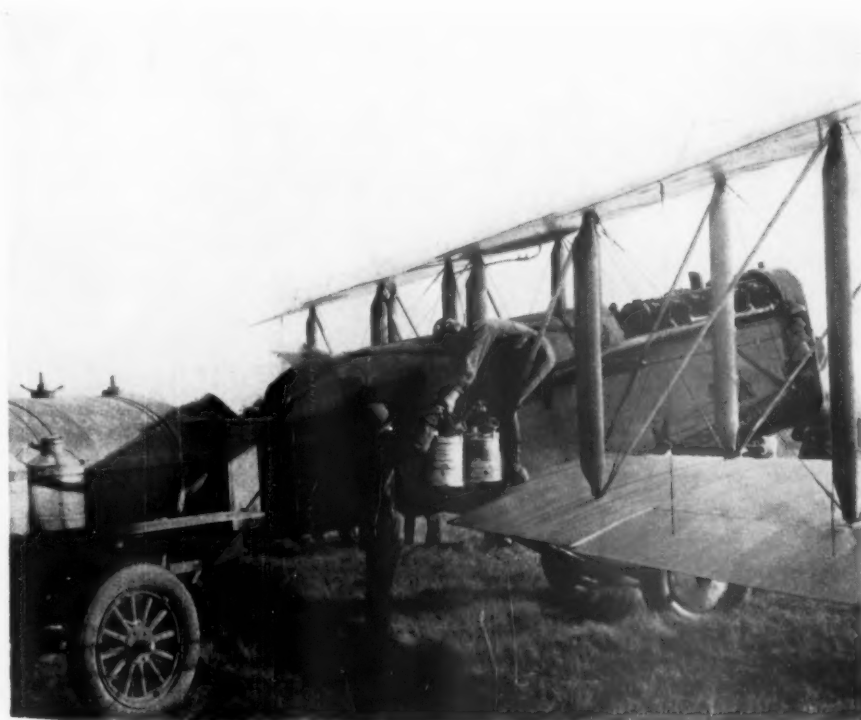
utility executives in consequence of the restoration of the 2-cent rate for local or drop letters. Some concerns, with thousands of statements to distribute monthly, have already gone back to the mails. Others stick to their crews of direct distributors but are uncertain how long they can do this in the face of NRA wage rates and limitations on hours of work. How many kinks are concealed in the art of purchasing postage to the best advantage is well illustrated by the influence of particular local conditions upon drop letter distribution. Public utility executives billing consumers in compact, closely-settled communities (virtual walled cities, in the sense of application of cut-rate postage) have found that they win by direct hand-outs, even as against 2-cent postage. Not so, their brethren who operate in territories where the 2-cent rate reaches to "branch" postal stations in extensive rural and suburban territory where house-to-house direct distribution would be relatively costly.

POST CARDS

One of the tricks of the trade in postage purchase, which must be suited to the times, has to do with

the lowly postal card, and the equivalent private mailing card. Postal cards have always been employed extensively not only for direct advertising but for acknowledgments of orders, notifications of shipments, etc. When the price of first-class postage was boosted, with the card continuing at the old price, there developed a sharp trend to the use of cards for every function of communication to which they could be adapted. The Reply Card, so called, came in for its share of additional business. A double card afforded privacy for the communication — if a clip-label be used — allowing even duns such as are barred from open post cards. And, of course, in many postal cards, it is a case of Uncle Sam furnishing stationery as well as transportation at the low price.

Sad to relate the "escape" to postal cards revealed certain disadvantages in the later lean days of skimmed postal service. At many post offices the operating forces formed the habit of letting the devil take the hindmost, which generally meant the post cards. Cards have been assured, presumably, of ultimate delivery, but in all too



Pioneering mail pilots of a few years ago were obliged to help service their planes.

ACME

100 PERCENT RAG

Emco Onion Skin

EMCO ONION SKIN **WHITE AND EIGHT COLORS**

A THIN PAPER FOR

Foreign Correspondence
Branch Office Mailings
Office Records
Factory Forms
Direct Mail Broadside
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Insurance and Legal Forms
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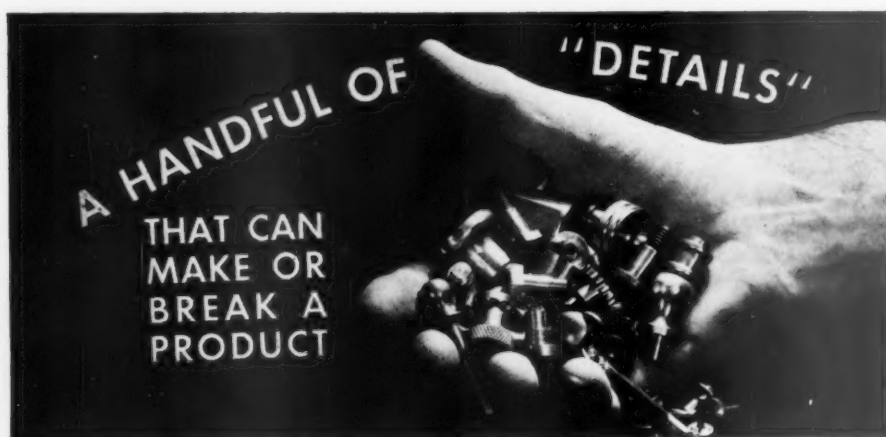
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DO YOU always "touch bottom" on the **KIND** of screw machine stock you buy? A product, even though a masterful design generally, can harbor "headaches" enough among its minor details to make it a failure — and screw machine parts are too often among these details!

Because of its high resistance to corrosion and friction—its practical indifference to thermal change — and its inability to "arc" in electrical service or spark when struck — Phosphor Bronze is often the only safe material for screw machine parts and springs. May we send you samples for test?



THE SEYMOUR MANUFACTURING CO. ♦ 55 FRANKLIN STREET ♦ SEYMOUR, CONN

SEYMOUR PHOSPHOR BRONZE

many instances they have not had their full measure of treatment as first-class pieces. This uncertainty as to time of delivery has dampened the enthusiasm of business men who need prompt deliveries for cards. Presumably, with the come-back of the postal organization beginning in May, the slight placed upon cards will be ended and the economy of this medium may be taken at face value.

To buy or not to buy government-stamped envelopes? Here is a poser that, from time out of mind, has been a prime riddle for the canny purchaser of postage. The conundrum is all the sharper by reason of latter day developments. Supposedly Uncle Sam is putting a little better quality into his envelopes at a price that shades many a commercial quotation. But the old arguments, pro and con, remain. On the one hand, the plea that stamps cannot be lost from stamped envelopes. Nor stolen. On the other hand the complaint that

stamps built-in cannot be perforated with the buyers' initials to prevent pilferage, as may the loose stamps.

Some purchasing executives have kept hands off the government-stamped envelopes because of successive alarms regarding the permanency of the supply. Every now and then rumor spreads that congress is about to take Uncle Sam out of the envelope business. That threat exceeds probabilities. Commercial printers throughout the country have been trying for years to induce the government to cease competing with private industry by imprinting, at nominal cost, corner-cards or return addresses on stamped envelopes bought in quantities of 250 or more. Some day congress may leave the printing job exclusively to the printers, though there is no present sign of such intention. Even so, the supplying of the plain stamped envelopes will go on.

KEEP STEP

Continued from page 10

agents for some of our largest governmental units, such as Dr. Russell Forbes, Commissioner of Purchases for New York City; by L. F. Boffey; Stuart Heinritz; and many others who have been glad to serve on our program. The list of men who answer these questions will also include some of our best and largest industrial buyers who see these problems from the same point of view that you have.

Finally, the Convention offers to the individual purchasing agent a chance for fellowship which is indeed rare. The banquet, the golf tournament, the plant visitations, and all the other social and semi-social events on the program offer you an opportunity for acquaintance and friendship with the best men in your profession. What these acquaintances and friendships mean in our business lives is hard to evaluate, but those of us who have attended many conventions are well aware of the supreme value of knowing and having the opportunity to contact with and draw upon the best minds in the purchasing game today.

There may have been times when you and I could afford to say, "Let

LIMITATIONS

Unused, damaged, or misdirected stamped envelopes may be redeemed. So there is not the loss, that some executives have surmised in connection with the use of this postal staple. Set over against price advantage is the circumstance that Uncle Sam stocks his envelopes in a very narrow range of colors and in a restricted line of sizes that are peculiarly his own. Buyers for concerns that are wont to employ mailing envelopes as traveling billboards seldom are attracted to the government envelopes, albeit the ready-stamped covers may be turned over to job printers for any imprint that may be desired.

them have their convention. I know my problems, and I know how to do my job; there is no need for me to go to Cleveland."

KEEPING ABREAST

I doubt if this ever was sound thinking, but certainly today no man who has the ambition and the determination to stay abreast of developments in the purchasing profession can afford to lose this opportunity for first-hand information about and discussion of today's purchasing problems, and for contact with the men who are our colleagues in this most difficult and most trying period in economic history.

A purchasing agent must be sold on cold facts. He must know that there is a need, that the thing to be bought will fill that need, and that it can be secured at a price

commensurate with its value. We all need up-to-the-minute information about our jobs and their problems. The Convention committee at Cleveland will guarantee that the program and the contacts made at the Convention will fill the need. And where can you ask for a better bargain than the counsel of men of the type you will hear and meet with at the Convention at the price of your railroad fare and your living expenses for four days from June 18 to 21?

Forget all about any of the side lights of the Convention, the good times, the fellowship, and the enthusiasm that will surround it all. Just on the basis of what you can get as a return for your money, a trip to the Cleveland Convention is a bargain for any purchasing agent who attends, and for any concern which sends its purchasing agent.

JOSEPH E. MILLS, former president of the National Association of Purchasing Agents, died April 6 in Manila, Philippine Islands, where he was financial adviser to Governor General Frank Murphy. He had contracted typhoid fever during a recent trip in the interior.

Mr. Mills at the time of his death was president of the Manila Railroad Co., an appointment which came to him as a result of his years of experience as general manager of the Detroit Street Railways and the energy and efficiency which always characterized his work. He also held important positions in the Philippine National Bank, the National Development Co., the Cebu Portland Cement Co. and other government-operated concerns.

Prior to going to the Philippines with Governor Murphy, Mr. Mills had been city purchaser and commissioner of the department of public works for the City of Detroit and general service manager in that city for the Packard Motor Co.

He was made a vice president of the National Association in 1929, elected president in 1930 and vice president-at-large the following



JOSEPH E. MILLS

year. He also was actively identified with the Government Purchasers' group, serving as chairman for two years.

Mr. Mills' connections with street railway systems dates back to his college days. He worked his way through New York University by employment in the Economics department of the Interborough Rapid Transit Co., in New York.

He leaves a widow and one daughter, Betty Lou, and a sister, Miss Madeline E. Mills, of Detroit.

Let us see

how long it will take you, Mr. Purchasing Agent, to send the coupon below when you know it will bring you full information on—

BUCKEYE SILICA STONE

for relining—

CUPOLAS LADLES CONVERTORS SOAKING PITS

It is a natural fire-resisting stone that saves relining costs — lays up faster — lasts longer.

Your superintendent will get out more continuous tonnage and credit your wisdom.

THE CLEVELAND QUARRIES CO.

CLEVELAND • OHIO

Name _____

Company _____

Address _____

City and State _____

Commodities

STEEL

Prices on most grades of steel were increased in April and adjustments continued in early May. The iron and steel composite price in early May was \$34.77 compared with \$28.45 a year ago. Buying was heavy before the price increase became effective and the industry is operating at the highest rate in four years. Steel scrap prices dropped to the lowest point since February.

COTTON

Heavy sales of raw cotton in late April and early May caused prices to drop to a point lower than since the beginning of the year. Uncertainty of Government policy, doubt as to effectiveness of the Bankhead bill, increase in mill stocks of finished goods and reports of large acreage being planted under favorable conditions, were factors contributing to the decline. Spot prices were below 11c a pound.

COAL

Production and demand for coal in April were much below the preceding month when the industry was unusually active, but it continued 40 per cent above a year ago. Prices on new contracts for the year beginning April 1 were up slightly, bituminous, run of mine, being quoted \$2 a ton at Pittsburgh, compared with \$1.20 a year ago. Stocks above ground in terms of days' supply are smaller than a year ago.

COPPER

Selling of copper under the new code, slowly taking form, was at 8½c a pound with sales for foreign delivery quite large. The market has been firm and there is a general feeling that prices will be higher. Stocks continue large, but substantial inroads have been made in recent months.

RUBBER

Agreement on a rubber restriction program in late April caused a sharp price advance and increased buying. Spot prices rose to 15¼c a pound, in early May, but this was purely speculative and not a result of any change in the statistical position of the industry. Stocks remain large.

PETROLEUM

Retail gasoline prices strengthened as stocks were reduced. Crude oil output continues slightly below 2.5 million barrels a day, but oil not produced under code is gradually being eliminated. Total output still exceeds the amount allowed by the code.

ZINC

Demand for zinc was limited in late April, but much of the price reduction was restored. Most sales were at 4.40c a pound, but they were in small volume.

PAPER

Demand for some types of paper has increased sharply recently, but sales of boxboard have shown very little change. Inventories built up recently are a retarding factor, but they are being worked off.

LUMBER

Little change in production occurred in recent weeks after allowing for seasonal variations. Sales in late April were under a year ago for the first time this year, but they exceeded output. Unfilled orders continue somewhat above last year, but there was a slight decline in average prices.

WHOLESALE PRICES

U.S. BUREAU OF LABOR 1926=100



Emerging from the Emergency

Continued from page 6

the particular points that are most stoutly defended as of enduring value. Personally, continuing participation in the work has served to increase my belief in and enthusiasm for the basic program and to strengthen my respect for the Act as a sound, sincere, and workable statement of social and economic principles. I have been many times on record, in public hearing and informal conference, as opposed to certain details proposed and sometimes approved in codes. But I am convinced that the permanent values inherent in the program as originally conceived are such as to make it nothing short of tragic if this experiment were to be abandoned before completing the test in rather exhaustive fashion.

PERMANENCE

From the social angle, it would be tragic to recede from the points won in regard to the abolition of child labor, the achievement of safety and health standards, and the effective termination of that exploitation of labor which has been the very essence of predatory price cutting.

From the economic angle, it would be tragic to feel that the principles of planned industrial economy were to be discarded as soon as we find relief from the difficulties of the moment, so that we might drift merrily on toward another, and possibly a worse situation a few years hence. If planned economy has any merit whatever, it must not only alleviate the present condition, but must so order our affairs in the future as to mitigate the possibility of a recurrence. To paraphrase a popular expression of wartime, this must be an emergency to end emergencies, or else our travail to bring forth planned recovery will have little significance in the larger view.

So much for the elements of permanence in the Recovery machin-



Front brace of crate with 3 strips of KIMPAK tacked on to brace at two contact points. One of the 3 strips is jammed into the refrigerator door, another into the motor inclosure door, keeping the doors tightly closed. The third strip is protection against crate bracing.

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The manufacturers of KIMPAK will be glad to try and help you solve shipping problems economically. For full information, write:

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ery. Are there also factors that are as clearly temporary in their nature? The answer is "Yes." We may even go farther than this and add that the continuing effectiveness of this machinery is dependent on recognizing temporary expedient and experiment in their true light and seeing that they give place to more sound and lasting principles at the proper time.

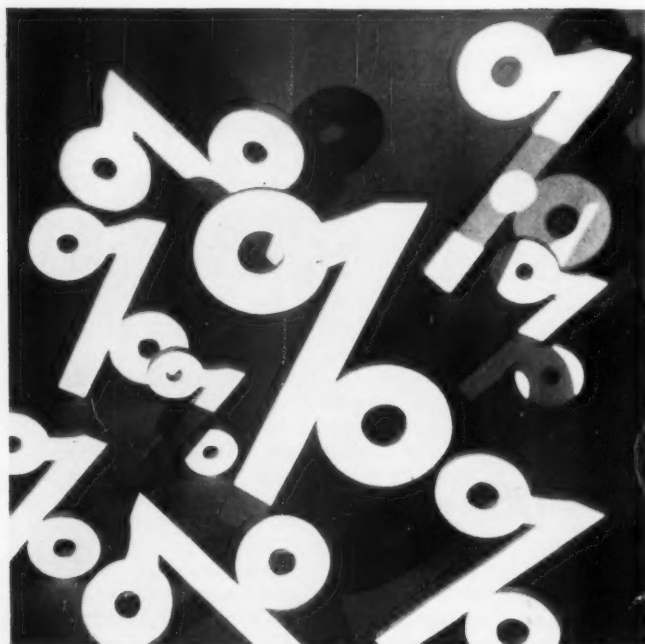
TRADITION vs. TRIAL

At many code hearings, when arguments or objections were advanced on the ground that a proposal was economically unsound, judging from past experience and accepted principles, the questioning was likely to proceed as follows:

"Do you admit that an emergency exists? Do you believe that it is permissible, in an emergency, to depart from lines of reasoning and lines of action that would seem

more logical under normal conditions? Do you believe that when accepted methods have been proved inadequate to cope with emergency conditions, it is permissible to experiment with other methods and to give them a reasonable trial?"

Now the answers to such a catechism are fairly plainly indicated, not merely in discussing the details of an emergency recovery program that is largely based on experimental reasoning and is in fact committed to a number of economic premises not to be found in the classic texts on the subject, but also because it is human nature to suit conduct to circumstances. In the normal course of events, that conduct is reasonably predictable and can be formulated into broad generalizations. New Deal economists have pointed out again and again that much of our traditional economic theory has been written after the fact and is actually generalization rather than natural law.



If you were to appraise the qualifications of an automobile on a percentage basis, how would you rate each requirement?

● Would you say, safety 50%—comfort 20%—dependability 20% and economy 10%? Regardless of how you assign the percentages, automobile makers assume the responsibility of making each qualification 100%. And so with Champion Daily Mail Bond.

● Some bond paper users feel that their most important requirement of bond paper is strength and would place a 50% value on that point—others may rate erasability at high point—another user, whose business requires multiple copies, would ask that carbon copying ability be made the most important consideration—but no matter in what order you place your appraisal of bond paper requirements, Champion has made Daily Mail Bond an outstanding bond paper value by approaching as closely as is physically possible the 100% mark on every requirement.

Let us send you sample sheets—let us prove our points—and there's a wide range of colors, devised to meet all office systems.

THE CHAMPION COATED PAPER CO., Hamilton, Ohio

Most of us, however, are free to admit that we do not know just how we would act when confronted by an unusual set of circumstances, such as constitute an emergency, which is equivalent to an admission that we might depart quite radically from our normal conduct. Much less do we know how some one else might react, which might seriously affect our own course of action.

A fashionable parlor pastime a season or two ago was known as "Predicaments"; it consisted of setting forth some very extraordinary situation and asking all those present to express their personal solution as to the proper thing to do. A large part of the enjoyment was derived from the wide divergence of the answers.

In a national emergency, the same principle of departure from conventional standards of conduct, applied to collective or mass action, might equally obtain. When this situation is complicated by the emotions resulting from a feeling of economic insecurity, from the frustra-

tion of honest effort along accepted lines, from long continued financial reverses, and from reciprocal resentments, it is sometimes difficult to make a satisfactory application of traditional generalizations.

But there are some modifying factors which must be kept in mind if we are to accept this type of reasoning in formulating new laws to govern business.

SHORT TERM

Such plans as are frankly expedients, contrary to what we have come to recognize as sound economic procedure and development, which are designed to accelerate immediate recovery but cannot be reckoned as a lasting foundation for better conditions, should be as frankly terminated when they have served their purpose. In this class are the many plans for sheltering inefficient producing units and assuring them of a share of business which they might not be able to secure or hold under a truly competitive situation. As an emergency measure it may be highly desirable for the moment to conserve that capital investment, to bolster public morale by avoiding another shutdown or business failure, and to maintain an existing place of employment rather than to depend on the later development of some more economic set-up to take its place. But to perpetuate an industrial structure based upon such plants as the determining factors of cost, price, capacity, and technical standards, is uneconomic in the extreme and can only lead to ruinous living costs and complete failure in export markets. This is one phase of codification which may well be considered as temporary.

The popular "super emergency" clause which has been invoked in a number of industries as the justification for setting minimum prices without regard to minimum costs contains a definite provision for terminating this arrangement when conditions have changed. It is to be hoped that this feature of the clause will be as promptly and enthusiastically invoked as the price-fixing privilege.

CHECKS

Many of the provisions, thoroughly experimental in nature, passed over the earnest protest of those advisers who cling to their belief in the enduring truths of the older economics, have been softened or justified by the requirement of study or review at reasonable intervals, with a view toward insuring their contribution to attaining the objectives of the program as a whole. The establishment of the various boards of review mentioned earlier in this article gives assurance that this study will be no mere formality. The administration can ill afford to permit a few unsound provisions to endanger the success of the larger program of recovery.

We may confidently look forward, I believe, to a gradual revision and improvement of codes in the light of experience. We may hazard a prediction as to the probable direction of this revision: that it will tend to establish emergency economics as experimental and temporary, and will turn to more conventional principles as

the distressing need for artificial stimulus recedes farther into history.

Most of the preceding discussion is predicated on the assumption that the remaining stages of recovery are primarily a matter of continuing negotiation between management and the government. That is not altogether true, or at least it is true only to the extent that such negotiations take into consideration two very essential factors.

THE COST ANGLE

In striving to achieve a condition of balance, we are confronted with the necessity of balancing the nation's financial budget. To date, in the effort to stimulate and initiate material recovery in industrial fields, progress has been in the opposite direction so far as the national treasury is concerned. The financial program contemplates a correction of this tendency, some years removed. The longer that state of balance is deferred, the more serious the problem becomes. If the expenditure of anticipated earnings by the working classes was responsible in any large degree for the emergency conditions of the present, with buying power mortgaged to the point where no equity remained, then we must recognize a comparable situation with respect to our national finances and the expenditure of anticipated tax receipts. It would seem to be the part of wisdom to curb the profit motive now and avoid a later confiscatory tax rate.

The other factor is of more immediate concern. It relates to the balance between production and purchases. It is the unfortunate fact that social recovery has not kept pace with industrial recovery. Unemployment has been relieved but not remedied. And despite repeated warnings, prices and production are advancing with greater rapidity than purchasing power. Production is not the measure of recovery unless it is supported by actual sales. We have demonstrated quite conclusively our ability to produce far in excess of our ability to buy, and have very nearly wrecked our industrial machine by the thoroughness of that demonstration. It is scarcely possible to repeat the lesson without disastrous results. Why not face the fact that purchasing power must be restored not only by circulating more dollars, but by giving more of the material things of life for each dollar; that it will serve no useful purpose to stop exploiting the laborer at the paymaster's desk if he is to be exploited at the retail counter?

CUTTING OFF NOSES

In some industries and trades, recovery has been translated into the old principle of "the public be damned." But the public cannot be damned. It can, however, most effectively dam the flow of commerce. It can dam the metal at the mine, the manufactured product in the warehouse, and merchandise upon the shopkeeper's shelves. Unless some more equitable balance is achieved, that very result must ensue, not through choice but by mathematical necessity. And 1934 will tell the story.

In one of the earlier stages of the administration, General Johnson became righteously annoyed at the at-

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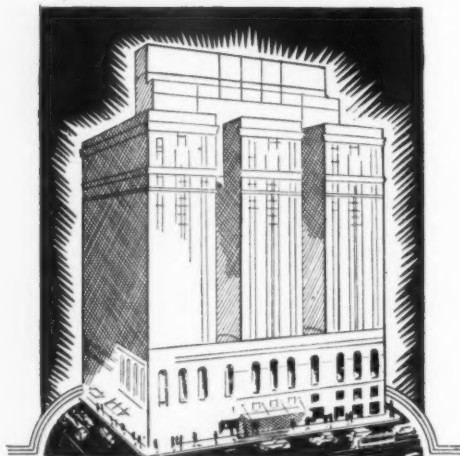


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Many exclusive features and improvements in the new "M" type Pulmosan Dust Respirators also assure longer wear, greater utility and lower cost in service. If your plant conditions indicate the need for respirators, by all means learn more about these improved Pulmosan respirators. Write for descriptive bulletin.

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variety of opportunities for food, drink and entertainment at a wide range of prices. Rooms are cozy and elegantly furnished, rates reasonable. Centrally located, a few steps from anywhere.

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titute of one manufacturing group which sought to gain a monopolistic advantage over its competitors through the code. "What's the matter with you fellows?" he cried. "Somebody throws you a raft and the first thing you try to do is to kick everybody else off."

The metaphor is an apt one. We shall emerge from this distressing situation to a new and lasting prosperity only through a concerted endeavor to convert this emergency raft into a sound and seaworthy vessel, responsive to the rudder of an intelligently planned economy.

PITTSBURGH—WILL IT BE A FREE PORT?

Continued from page 19

free port. Situated at a point where the Allegheny and Monongahela rivers join to form the Ohio river, it offers possibilities for a real development. The government has spent millions of dollars for improvement of river navigation, and such a free port would offer some realization on the investment. The city can purchase practically worthless property in the form of two large islands in the Ohio river, known as Brunot's Island and Neville Island. Skyrocketing of the value of these islands after establishment of a free port, would represent a nice profit to the city of Pittsburgh.

Pittsburgh's great steel companies with their huge imports of steelmaking ingredients, such as manganese, would have to pay duty only on products manufactured for domestic consumption. The Heinz company would pay duty on olive oil only when used for products to be consumed in the United States. The delays caused by the before mentioned customs intricacies and "draw-backs" would be a matter of history. Pittsburgh's exports could go on back down the river to New Orleans and out to sea without red tape procedures.

Many other cities could profit by free port establishments. Cleveland, Buffalo, Detroit and other cities on the Great Lakes, now that the new and wider Welland Canal is in operation, could well afford to follow Pittsburgh's ambitions.

Although Mayor McNair is tireless in his championing a good plan, it will take more than city, county or state legislation to make free ports an actuality. From 1919 until the present time, various organizations in the United States have organized to put over the Free Port idea. Most prominent of these was the National Free Zone association, comprised of various member groups of the United States Chamber of Commerce. This group, together with official representatives of the National Chamber itself, appeared consecutively before the Senate Ways and Means committee and the Senate Finance committee during the discussion of the Hawley-Smoot Tariff Bill, but were unsuccessful in having the Free Port clause inserted in the bill.

The Celler Bill providing for the establishment of

free trade zones is now before the House of Representatives, with the prospect of hereditary defeat.

Opposition claims are that the Free Port plan would weaken the tariff walls. As a matter of fact, those who are in a position to know say that with the segregated machinery of a free port, the government would be in an even better position to regulate tariffs according to any requirements of the law.

From the viewpoint of the purchasing agent the free port is a genuine blessing—not in disguise. The materials he buys for the production of export materials need not carry the added burden of delayed "draw-backs." His capital, and the capital of his raw material supplier will not be needlessly tied up in covering bonds. With a free port and its warehouse facilities, he may have available on short notice raw materials of import nature, for immediate delivery. This will cut down necessity for excessive inventories of these materials in anticipation of rush orders, thereby automatically releasing capital and space for other purchasing requirements.

Economists tell us that public works expenditures can best be applied to projects that stimulate business activity. There is perhaps no more important or more productive project than the establishment of free ports in the United States. After fifteen years of effort to attain this, it may be that in Pittsburgh's Mayor William N. McNair, the Free Porters have at last found a leader who not only has vision, but has the courage and the initiative to carry his plans through to completion.

WASHINGTON PARADOX

Continued from page 14

of providing work for the men enrolled in the CWA or the CCC, the New Deal is erecting its own monument in Washington.

A portion of the three-billion-dollar public works fund has gone towards beautifying the nation's capital. Lawns have been rehabilitated. Bedraggled parks and schoolgrounds have been prettied up. Bridges and highways have been built. A million dollars has gone into the building of alleys and highway improvements. A half million dollars was spent to paint schools and various public buildings. About \$600,000 will be expended on improvements for the Mall—the parklike area near the Washington monument—and the plaza in front of the Union station. Tree work is requiring an expenditure of \$45,000. An addition to the bureau of internal revenue will cost two million dollars, while an extra story will be added to the Interior Department building. Even the Washington monument is being preserved for posterity by the expenditure of \$100,000 which is enabling the District to make some much-needed repairs.

The beautifully planned Washington of tomorrow, the City of Magnificent Distances, will mark the spot where most of the battles in the War Against Depression were fought and won.



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BECAUSE the association brings together men having similar problems, and entitles you to the assistance and co-operation of representative purchasing agents in your community, and in all important commercial centers of the United States and Canada. There are sixty affiliated associations with five thousand members.

BECAUSE association membership brings you services not obtainable elsewhere, for they are developed by the association exclusively for its members.

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Seymour, Conn. Manufacturer of extensive line of metal specialties.	
STERLING GRINDING WHEEL CO.	3rd cover
Tiffin, O. Offices at Tiffin, Chicago and Detroit. Manufactures large line of artificial abrasive wheels.	
UNITED AIR LINES	3
Headquarters: Chicago, Ill. Operates high-speed airplane service for passengers, air express and mail between all principal cities.	
WILLIAM PENN HOTEL	30
Pittsburgh, Pa.	